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OA Strategic Plan

Vision

The Office of Administration shall be recognized for its leadership role in providing excellent, customer-focused service; and for being a great place to work.

Mission

The Office of Administration performs administrative services for state agencies, our primary customers, helping them fulfill their missions.





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Values

We recognize our **LEADERSHIP** role in providing **EFFECTIVE** and **RESPONSIBLE** government to the citizens of Missouri.

We value:

- excellence in performance
- efficiency and accountability in government
- continuous improvement in operations

We will be **RESPONSIVE** to the needs of our customers.

We value:

- consistently high quality service to customers
- timely, easy to use service
- rewards based on performance results and customer satisfaction

We will perform our responsibilities with **INTEGRITY** and **PROFESSIONALISM**.

We value:

- participation in public service
- high professional and ethical standards
- fair and open government

We are committed to **PERSONAL GROWTH** and **ORGANIZATIONAL DEVELOPMENT** and will seek ways of constantly expanding our capabilities.

We value:

- each employee and their contribution to the success of OA
- a competent, skilled organization
- continuing personal and professional development

We recognize the benefits of **DIVERSITY** in our workforce and will continue efforts in recruitment, promotion, and retention toward this goal.

We value:

- the worth and dignity of each member of our organization
- respect for our differences
- maximizing the potential of our workforce



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Philosophy

Most people want to achieve and tend to seek, rather than avoid responsibility. Management's task is to help employees do their best by:

- creating a climate conducive to self-motivation and innovation,
- providing the tools, training and information employees require,
- recognizing that employees will occasionally make mistakes,
- giving guidance and assistance as required.

Motivating factors differ for each employee. Management must identify and capitalize on individual strengths and motivating factors. Some important motivators are:

- interesting work, chance for achievement,
- recognition and appreciation for work done,
- opportunity for advancement and career enhancement,
- participation in decision making,
- group affiliation.

Employees must know:

- what is expected of them (results as well as duties),
- why their job is important,
- the goals and priorities of the organization,
- how their performance is/will be judged,
- where they stand/how they're doing.

Employees need to know what is going on in an organization (even things that don't affect them) so they have a feeling of being a part of the organization, and to enable them to make decisions that benefit the organization.

It is important to "do things right," but even more important to "do the right things."

High expectations lead to high performance.



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Summary of Goals

Customer Focus

To improve agency outcomes through improved OA products/services.

Diversity

To obtain diversity in the State of Missouri workforce and expenditures that reflects the diversity of Missouri's citizens.

SAM II

To improve the State's business processes in the areas of budget, financial, purchasing and human resources.

Statewide Workforce

To attract, motivate and retain a skilled and productive workforce.

OA Workforce

To improve OA employees' job satisfaction and productivity.

Planning and Communication

Strengthen proactive communication between OA and legislators and other stakeholders.



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Strategic Issues

Customer Focus

OA's policies, procedures, products and services enable or constrain other department's abilities to fulfill their missions. Unless OA products and services add value to the services provided by other departments, they will seek other providers or set up parallel systems. Failure to address this issue could result in increased costs for state government and agencies being constrained in achieving their missions.

Diversity

State Government workforce and expenditures should reflect the diversity of Missouri citizens and businesses at all levels of employment and in all areas of the economy. While the state workforce as an overall percentage reflects the minority and female population, it lacks diversity at upper salary levels and in some departments. The State's expenditures do not reflect the composition of available minority and women-owned enterprises.

SAM II

The current statewide management information systems (budgeting, accounting, purchasing, personnel, payroll) do not provide the information and functionality required by agency customers. The replacement of the existing systems presents an opportunity to re-engineer administrative processes. Successful and timely implementation of a new automated system and re-engineered work processes will help agencies fulfill their missions.

Statewide Workforce

It is increasingly difficult to attract, motivate and retain a workforce with all the skills, knowledge and motivation required to provide the services needed by our citizens. For example, there are specific job classifications where sufficient qualified employees cannot be recruited or retained. OA must take the lead in solving these issues.

OA Workforce

Employees are our greatest asset. It is critical that OA provide the framework that enhances employees' job satisfaction, enables employees to be productive and makes OA a great place to work.

Planning and Communication

With the high turnover rate of legislators expected, it is imperative that they, along with all other stakeholders, are provided concise information expeditiously, so that the best decisions possible are made for the citizens of Missouri. The Office of Administration can take a leadership role in providing the right information to the

right people at the right time.



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Strategic Issues

Customer Focus

OA's policies, procedures, products and services enable or constrain other department's abilities to fulfill their missions. Unless OA products and services add value to the services provided by other departments, they will seek other providers or set up parallel systems. Failure to address this issue could result in increased costs for state government, and agencies being constrained in achieving their missions.

Goal: To improve agency outcomes through improved OA products/services.

Outcome: Reduced cycle time, improved status reporting and increased flexibility in OA's products, processes and services (based upon previous customer feedback).

Outcome Measure: Percentage of key OA products/services with improvements based on customer feedback.

Objective: To increase the number of certified MBEs and WBEs, align behaviors of OA employees with organizational goals and decrease the amount of time it takes to hire an individual under the merit system.

Objective Measure: The number of certified MBEs and WBEs, percent of competencies acquired by OA employees and amount of time it takes to hire an individual under the merit system.

Strategy 1: A customer satisfaction team will complete a "project" for each Strategic Issue using the customer focus process with the goal of reducing cycle time, improving status reporting and increasing flexibility.

Deadline: December 1, 2000

Person Accountable: D. Mosby

Strategy 2: Customer satisfaction team will develop charters for the selected projects, which includes the name of management to approve recommendations, the team members, a method of determining customer expectations and the desired outcome.

Deadline: June 15, 2000

Person Accountable: D. Mosby

Strategy 3: Selected teams will attain customer input and make recommendations.

Deadline: November 15, 2000

Person Accountable: D. Mosby

Strategy 4: Customer satisfaction team will create a chart for tracking all improvement projects (data includes customers, expectations, measures and results).

Deadline: July 15, 2000

Person Accountable: D. Mosby

Strategy 5: Results will be reported at OA quarterly managers' meetings.

Deadline: December 2000

Person Accountable: D. Mosby

Strategy 6: Results will be reported to agency customers.

Deadline: December 2000

Person Accountable: D. Mosby

Strategy 7: Successful methods for improvement will be shared with other departments through the Center for Performance and Innovation Oversight Committee.

Deadline: January 2001

Person Accountable: B. Bott



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Strategic Issues

Diversity

State Government workforce and expenditures should reflect the diversity of Missouri citizens and businesses at all levels of employment and in all areas of the economy. While the state workforce as an overall percentage reflects the minority and female population, it lacks diversity at upper salary levels and in some departments. The State's expenditures do not reflect the composition of available minority and women-owned enterprises.

Goal: To obtain diversity in the State of Missouri workforce and expenditures that reflects the diversity of Missouri's citizens.

Outcome 1: Increased percentage of minority and female state employees in upper level salary ranges.

Outcome Measure: Percentage of minority and female state employees in the fourth quartile of all state salaries.

Objective 1: To increase the number of minorities and females in the fourth quartile (upper level) of salary ranges by June 30, 2001.

Objective Measure: Percentage of minority and female employees in the fourth quartile (upper level) of salary ranges.

Strategy 1: OEO will submit quarterly reports to the Governor and Cabinet.

Deadline: August 31, 2000

Person Accountable: A. Plummer

Strategy 2: OEO will train AAC members and encourage them to train managers in their departments.

Deadline: September 30, 2000

Person Accountable: A. Plummer

Strategy 3: OA managers will be trained to use the Affirmative Action Plan when making recruiting, hiring and promoting decisions.

Deadline: December 31, 2000

Person Accountable: S. Marshall

Strategy 4: OEO will promote and maintain its website.

Deadline: June 30, 2000

Person Accountable: B. Rucker

Strategy 5: OEO will work with all state recruiters to increase the pool of qualified candidates and outreach efforts.

Deadline: Ongoing

Person Accountable: B. Rucker

Strategy 6: OEO will assist the AAC in developing a mentoring program for state employees.

Deadline: June 30, 2001

Person Accountable: A. Plummer

Objective 2: To provide diversity training to 100% of state employees by December 31, 2001.

Objective Measure: Percentage of state employees that have received diversity training from the statewide contract.

Strategy 1: OA HRO will make diversity training available for all new OA employees in the New Employee Orientation program.

Deadline: Ongoing

Person Accountable: S. Marshall

Strategy 2: OA HRO will track the number of OA employees trained.

Deadline: Ongoing

Person Accountable: S. Marshall

Strategy 3: OEO will assist and encourage departments to include references of diversity in all performance management plans.

Deadline: Ongoing

Person Accountable: A. Plummer

Strategy 4: AAC and OEO will act as clearinghouse to coordinate successful training strategies.

Deadline: Ongoing

Person Accountable: A. Plummer

Outcome 2: Increased percentage of state government purchases from MBE/WBEs.

Outcome Measure 1: Percentage of state operating expenditures to MBE/WBEs compared to total operating expenditures.

Outcome Measure 2: Percentage of state capital improvement contract expenditures to MBE/WBEs compared to total capital improvement contract expenditures.

Objective 1: To attain 10% MBE and 5% WBE expenditures of total operating expenditures for OA, with a desired attainment of 20% MBE and 10% WBE, by June 30, 2001.

Objective Measure: Percentage of OA operating expenditures to MBE/WBEs compared to total operating expenditures.

Strategy 1: OA will monitor its progress toward reaching MBE/WBE procurement and contracting goals.

Deadline: Ongoing

Person Accountable: C. Kampeter

Strategy 2: OA managers will review expenditures and implement changes to increase MBE/WBE participation as outlined in OA's annual procurement and contracting plan.

Deadline: Ongoing

Person Accountable: Division Directors

Objective 2: To attain 10% MBE and 5% WBE expenditures of total operating expenditures for all departments statewide, with a desired attainment of 20% MBE and 10% WBE, by June 30, 2001.

Objective Measure: Percentage of state operating expenditures to MBE/WBEs compared to total operating expenditures statewide.

Strategy 1: CCC representatives will meet with all state vendors to identify common goals and seek new strategies, such as partnering and subcontracting, that will achieve the goals.

Deadline: Ongoing

Person Accountable: W. Edmonson

Strategy 2: OEO will explore how to encourage and

assist small businesss on how to become certified and do business with the State.

Deadline: Ongoing

Person Accountable: P. Weekley and W. Edmonson

Strategy 3: OEO will assist and encourage departmental purchasing staff to participate in outreach efforts, such as vendor visits, attendance at expos and trade fairs and posting and advertising of bid opportunities.

Deadline: Ongoing

Person Accountable: P. Weekley and W. Edmonson

Strategy 4: OEO will assist and encourage departmental managers in reviewing expenditures and implementing changes to increase MBE/WBE participation.

Deadline: Ongoing

Person Accountable: P. Weekley and W. Edmonson

Objective 3: To attain 10% MBE and 5% WBE expenditures of total capital improvement expenditures, with a desired attainment of 20% MBE and 10% WBE for architecture and engineers, and 15% MBE and 10% WBE for construction contracts, by June 30, 2001.

Objective Measure: Percentage of capital improvement contract expenditures to MBE/WBEs compared to total capital improvement contract expenditures.


Strategy 1: Develop construction project goals based on achieving an overall participation goal as described in the Strategic Plan for all work contracted during any one fiscal year. Construction Participation Committee will establish goals for FY02 and FY03.

Deadline: August 1, 2001

Person Accountable: R. Allen

Strategy 2: Establish criteria to tighten the "good faith effort" waiver process through a revised CSR and communicate the requirements to the contractors.

Deadline: December 2000



Person Accountable: N. Chapel

Strategy 3: D&C will explore how to encourage and assist small businesses on how to get certified and do business with the State.

Deadline: Ongoing

Person Responsible: N. Chapel

Strategy 4: Outreach efforts will be performed by D&C, including vendor visits, attendance at expos and trade fairs and posting and advertising of bid opportunities.

Deadline: Ongoing

Person Responsible: N. Chapel



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Strategic Issues

SAM II

The current statewide management information systems (budgeting, accounting, purchasing, personnel, payroll) do not provide the information and functionality required by agency customers. The replacement of the existing systems presents an opportunity to re-engineer administrative processes. Successful and timely implementation of a new automated system and re-engineered work processes will help agencies fulfill their missions.

Goal: To improve the State's business processes in the areas of budget, financial, purchasing and human resources.

Outcome 1: State government works more effectively.

Outcome Measure: Annual assessment from state managers on whether SAM II data meets their needs as decision-maker.

Outcome 2: Taxpayer resources are used efficiently.

Outcome Measure: Reduction in number of redundant state financial systems.

Outcome 3: Customers are satisfied with the SAM II system.

Outcome Measure: Annual assessment of satisfaction of SAM II users.

Objective: To maximize to 100% the use of SAM II capabilities by June 30, 2001.

Objective Measure: Percentage of major SAM II functions implemented by each agency.

Strategy 1: Complete Phase II, Human Resources, as scheduled.

Deadline: April 2001

Person Accountable: L. Capps, J. Carder,
J. Schutt

Strategy 2: Prepare and staff OA operating divisions (DIS, Accounting and Personnel) for conversion of Phase II.

Deadline: September 2000

Person Accountable: L. Capps, J. Carder,
J. Schutt

Strategy 3: Follow up Phase I implementation to determine unresolved issues.

Deadline: July 2001

Person Accountable: J. Carder, J. Schutt

Strategy 4: Follow up BRASS implementation with focus groups of legislators to determine unresolved issues.

Deadline: October 2000

Person Accountable: M. Ward

Strategy 5: Develop and execute post implementation analysis of Phase I and Phase II to determine maximization of system, reduction of redundancies and increased customer satisfaction.

Deadline: July 2002

Person Accountable: J. Carder, J. Schutt,
L. Capps

Strategy 6: Minimize additional projects for DIS, Accounting, Personnel, DPMM and B&P until implementation is complete.

Deadline: July 2001

Person Accountable: M. Hartmann

Strategy 7: Organize Phase I operating group within OA to meet monthly to share information.

Deadline: Immediate

Person Accountable: N. Stow

Strategy 8: Organize Phase II operating group within OA to meet monthly to share information.

Deadline: Immediate

Person Accountable: C. Kampeter



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Strategic Issues

Statewide Workforce

It is increasingly difficult to attract, motivate and retain a workforce with all the skills, knowledge and motivation required to provide the services needed by our citizens. For example, there are specific job classifications where sufficient qualified employees cannot be recruited or retained. OA must take the lead in solving these issues.

Goal: To attract, motivate and retain a skilled and productive workforce.

Outcome 1: Skilled and productive state employees.

Outcome Measure: Percentage of agencies satisfied with overall product delivery.

Objective 1: To increase the percentage of state employees at or above the identified "Market Step" salary to 50% by June 30, 2001.

Objective Measure: Percentage of employees at or above identified "Market Step" salaries.

Strategy 1: Division of Personnel (and other OA staff, as applicable) will provide research, development and facilitation services as required by PAB and TFTC in support of its mission of a comprehensive approach to state employee compensation issues and a total compensation package which will attain and retain a high quality state workforce.

Deadline: July 2001

Person Accountable: C. Schulte

Strategy 2: Division of Personnel will develop salary survey data and other technical information so that TFTC, PAB and Recruitment and Retention Plan recommendations are soundly based and well documented.

Deadline: July 2001

Person Accountable: C. Schulte

Strategy 3: B&P will include the PAB and TFTC pay recommendations in budget preparation instructions.

Deadline: July 2000

Person Accountable: M. Reading

Strategy 4: B&P will support the inclusion of the Recruitment and Retention Plan in the Governor's Budget.

Deadline: January 2001

Person Accountable: M. Ward

Objective 2: To increase the percentage of employee participation in the deferred compensation plans (457 plan) from 67% to 70% by June 30, 2001.

Objective Measure: Percentage of employee participation in the deferred compensation plans (457 plan).

Strategy 1: Compare the incentive and benefit options available to employees to those in comparable sized public and private organizations, including participation rates and standard features.

Deadline: Ongoing

Person Accountable: A. Scott

Strategy 2: Communicate benefits information via education seminars, Internet, newsletter, payroll stuffers, etc. to employees to encourage participation.

Deadline: Ongoing

Person Accountable: A. Scott

Strategy 3: Enable employees to handle complete transactions of all benefits over the internet.

Deadline: Ongoing

Person Accountable: A. Scott

Strategy 4: Research flexible benefits, including allowing employees to redirect long-term disability benefits once they are eligible for retirement.

Deadline: Ongoing

Person Accountable: A. Scott

Strategy 5: Encourage an increase in the Deferred Compensation's incentive match.

Deadline: Ongoing

Person Accountable: A. Scott

Objective 3: To improve the flexibility and

responsiveness of the classification system by June 30, 2001.

Objective Measure: Time taken to allocate new positions and to review existing filled and vacant positions.

Strategy 1: The Division of Personnel will better communicate processes to department managers and employees (priority of allocation reviews, simplified allocation actions, multi-allocated positions, timeliness of allocation actions, etc.).

Deadline: Ongoing

Person Accountable: M. Brettschneider
and D. Brand

Strategy 2: Division of Personnel staff will work with agencies to explore and identify opportunities to determine the need for specific job clusters.

Deadline: Ongoing

Person Accountable: M. Brettschneider
and D. Brand

Objective 4: To increase the numbers of agencies that use Performance Management from 8 to 10 by June 30, 2001.

To increase the number of employees with Performance Management plans from 19.5% to 25% by June 30, 2001.

Objective Measure 1: Number of agencies using Performance Management.

Objective Measure 2: Number of employees using Performance Management Plans.

Strategy 1: Meet with department and/or division directors, human resource professionals and appropriate training staff to introduce and explain Performance Management concepts.

Deadline: Ongoing

Person Accountable: T. McAdams

Strategy 2: Identify department and/or division coordinators within each agency to develop an implementation plan as well as a comprehension of Performance Management concepts and principles.

Deadline: December 2000

Person Accountable: T. McAdams

Strategy 3: Provide checklist of personnel policy considerations to agency personnel officers to help them meet mandated pre-requisites for Performance Management.

Deadline: December 2000

Person Accountable: T. McAdams

Strategy 4: Consult with appropriate agency staff to determine, create and select Performance Management forms and templates.

Deadline: June 2001

Person Accountable: T. McAdams

Strategy 5: Consult with appropriate agency staff to determine agency work groups who will participate in initial training events.

Deadline: December 2000

Person Accountable: T. McAdams

Strategy 6: Provide training and follow-up consultation to all participants and teams who access the OA Employee Development Section training program.

Deadline: December 2000

Person Accountable: T. McAdams

Strategy 7: Develop a strategy with each department that customizes implementation to institutionalize Performance Management.

Deadline: June 2001

Person Accountable: T. McAdams

Strategy 8: Place information on the Web Site that communicates new training initiatives, training requirements for supervisors and managers and executive development opportunities and conveys the existence and importance of employee recognition programs.

Deadline: August 2000

Person Accountable: T. McAdams

Objective 5: To decrease by 34%, from 21 days to 14 days, the time it takes to review applications by September 2001.

To decrease employee turnover rates of employees who leave state government (department, class and locale) by June 30, 2001.

To decrease by 50%, from 90 to 45 days, the time to maintain an active certificate by June 30, 2001.

Objective Measure 1: Time it takes to review applications.

Objective Measure 2: Turnover rates of employees who leave state government.

Objective Measure 3: Time between agencies receipt of certificates to date of appointments.

Strategy 1: Establish the PAC to review workforce-planning goals (including succession planning, planning to meet future workforce needs determined by demographic trends and other state's best practices) and make recommendations for application of "best practices."

Deadline: Ongoing

Person Accountable: D. Etheridge

Strategy 2: Develop a methodology to decrease the review time to two weeks for each application.

Deadline: September 2000

Person Accountable: D. Etheridge

Strategy 3: Better communicate targeted agency human resource needs to Division of Personnel staff. Generate methods for improving communication with applicants about these targeted needs. Encourage personnel analysts and other division staff to inform applicants of targeted needs, current available positions and open classes.

Deadline: Ongoing

Person Accountable: D. Etheridge

Strategy 4: Investigate exit interview procedures to search for the best practices.

Deadline: Ongoing

Person Accountable: B. Rucker

Strategy 5: Identify the ability of SAMII (data warehouse) to produce employee turnover rate information.

Deadline: December 2000

Person Accountable: D. Etheridge

Strategy 6: Seek benchmark information of other states' turnover rates and compare the studies to the State of Missouri.

Deadline: June 2001

Person Accountable: D. Etheridge

Strategy 7: Continue to monitor the impact that the Year 2000 retirement plan could have on the current employee base to determine the need for employee succession planning.

Deadline: July 2001

Person Accountable: L. Capps and
D. Etheridge

Strategy 8: Develop future directions from agencies and employee organizations regarding the type of analysis and targeted goals that exist within the workforce-planning document on an annual basis.

Deadline: July 2001

Person Accountable: L. Capps and
D. Etheridge

Objective 6: Design and develop a successful statewide Certified Public Manager (CPM) program for executives, managers and supervisors.

Objective Measure 1: Acceptance by National CPM Consortium of program and achievement of active membership status.

Objective Measure 2: Approval of the program by the Commissioner of Administration and CPM Advisory Council.

Strategy 1: Apply to National CPM Consortium for association membership.

Deadline: September 2000

Person Accountable: T. McAdams,

C. Greeson, K. Connor, D. Arnel

Strategy 2: Establish CPM Advisory Council with participation from agency decision makers.

Deadline: September 2000

Person Accountable: T. McAdams,
C. Greeson, K. Connor, D. Arnel

Strategy 3: Develop a working group committee to design a prototype curriculum.

Deadline: September 2000

Person Accountable: T. McAdams,
C. Greeson, K. Connor, D. Arnel

Strategy 4: Develop an administrative infrastructure to accommodate CPM administrative coordination.

Deadline: September 2000

Person Accountable: T. McAdams,
C. Greeson, K. Connor, D. Arnel

Strategy 5: Develop the CPM program in partnership with the University of Missouri – Columbia by September 30, 2000.

Deadline: September 2000

Person Accountable: T. McAdams,
C. Greeson, K. Connor, D. Arnel

Strategy 6: Evaluate effective funding sources for the CPM Program.

Deadline: September 2000

Person Accountable: T. McAdams,
C. Greeson, K. Connor, D. Arnel

Strategy 7: Coordinate training resources available through existing training programs and determine appropriate linkage with Management Training Rule.

Deadline: March 2001

Person Accountable: T. McAdams,
C. Greeson, K. Connor, D. Arnel



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Strategic Issues

OA Workforce

Employees are our greatest asset. It is critical that OA provide the framework that enhances employees' job satisfaction, enables employees to be productive and makes OA a great place to work.

Goal: To improve OA employees' job satisfaction and productivity.

Outcome 1: An OA workforce that is highly knowledgeable, motivated, productive and respectful of diversity.

Outcome Measure 1: Percentage of employees who think OA is a great place to work.

Outcome Measure 2: Number of employees who pass their performance evaluation.

Objective 1: To improve OA workforce planning by June 30, 2001.

Objective Measure: Plan published and communicated by the beginning of each fiscal year.

Strategy 1: Identify OA Workforce trends to be tracked and create measures for those trends.

Deadline: July 1, 2000

Person Accountable: C. Kampeter

Strategy 2: OA Workforce Plan will be published and communicated.

Deadline: November 1, 2000

Person Accountable: C. Kampeter

Strategy 3: Managers will be reminded to consider restructuring the organization with attrition.

Deadline: September 1, 2000

Person Accountable: C. Kampeter

Strategy 4: A plan to create new opportunities for managers will be developed. It may include cross training for other positions or providing managers with an opportunity to move to different positions.

Deadline: December 31, 2000

Person Accountable: C. Kampeter

Objective 2: To improve hiring choices and get the right people in the right positions.

Objective Measure 1: Number of dismissals during probationary period.

Objective Measure 2: Percentage of voluntary turnover during probation.

Objective Measure 3: Time to fill positions.

Strategy 1: To increase employees' awareness, all open positions in OA will be posted for a minimum of two weeks on the OA JOBLINE and OA Net.

Deadline: September 1, 2000

Person Accountable: S. Marshall

Strategy 2: Structured guidelines will be developed that promote fairness and equal opportunity for employee selection in OA.

Deadline: December 1, 2000

Person Accountable: C. Kampeter,
S. Marshall

Strategy 3: Identify job classes with recruitment and retention issues and develop a plan of action for each.

Deadline: December 31, 2000

Person Accountable: C. Kampeter

Strategy 4: Identify and develop possible solutions to changing job requirements, such as SAM II work.

Deadline: December 31, 2000

Person Accountable: C. Kampeter

Strategy 7: Guidelines for employee mentoring will be developed to prepare employees with potential who are interested in supervisory and management positions.

Deadline: November 30, 2000

Person Accountable: C. Kampeter,
S. Marshall

Objective 3: To increase from 73% to 93% the number of employees who have performance management plans that are discussed regularly by

June 30, 2001.

Objective Measure: Percentage of employees who have performance management plans that have been discussed.

Strategy 1: Performance management plans will address training needs.

Deadline: August 1, 2000

Person Accountable: C. Kampeter

Strategy 2: Supervisors will be reminded to promote ongoing communication with employees.

Deadline: July 1, 2000

Person Accountable: C. Kampeter

Strategy 2: Performance Management will be continuously evaluated and improved. A 360 degree feedback mechanism may be incorporated.

Deadline: Ongoing

Person Accountable: C. Kampeter

Objective 4: To increase the number of employees who meet training requirements by June 30, 2001.

Objective Measure 1: Percentage of employees meeting management training rule.

Objective Measure 2: Percentage of employees attending diversity and preventing sexual harassment training.

Strategy 1: Track and report training requirements.

Deadline: August 1, 2000

Person Accountable: S. Marshall

Strategy 2: Develop methods for inclusion of diversity training in other on-going training programs.

Deadline: Ongoing

Person Accountable: S. Marshall

Strategy 3: Design and develop a leadership training program.

Deadline: December 2000

Person Accountable: C. Kampeter



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Strategic Issues

Planning and Communication

With the high turnover rate of legislators expected, it is imperative that they, along with all other stakeholders, are provided concise information expeditiously, so that the best decisions possible are made for the citizens of Missouri. The Office of Administration can take a leadership role in providing the right information to the right people at the right time.

Goal: Strengthen proactive communication between OA and legislators and other stakeholders.

Outcome: Legislators and other stakeholders have the information they need to make informed decisions.

Outcome Measure: Satisfaction of legislators and other stakeholders with the information provided by OA.

Objective 1: To deliver brief, yet concise, information on current key issues, projects and other reference material to appropriate legislators and other stakeholders at the appropriate time.

Objective Measure: Percentage of legislators and stakeholders satisfied with content and timeliness of information.

Strategy 1: Identify the critical information (from outgoing and new legislators identified by B&P) that OA must provide to legislators and other stakeholders.

Deadline: March 2001

Person Accountable: B. Bogard

Strategy 2: Provide critical information to freshman legislators in a manner that is concise and effective.

Deadline: January 2001

Person Accountable: A. Hamlin

Strategy 3: Provide to appropriate legislators critical information on SAMII, capitol improvement expenditures, pay plan, health care and information technology.

Deadline: January 2001

Person Accountable: Division Directors

Strategy 4: Prepare brochure for all legislators that includes contacts at OA (program name, telephone

number, e-mail) for available information.

Deadline: December 2000

Person Accountable: A. Hamlin

Strategy 5: Systematically review with OA Commissioner divisional projects (Governor's mansion remodel, capitol space plan for legislators, employee benefits, etc.) to determine appropriate timing of budget items, legislative items and major projects.

Deadline: December 2000

Person Accountable: Division Directors

Strategy 6: Conduct annual survey to determine legislators' satisfaction with the information provided by OA and the timeliness in which it was received.

Deadline: June 2001

Person Accountable: B. Bott



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Acronyms

AAC	Affirmative Action Council
B&P	Division of Budget and Planning
BRASS	Budget Reporting and Analysis Support System
CCC	Contract Compliance Council
CPM	Certified Public Manager
CSR	Code of State Regulations
D&C	Division of Design and Construction
DIS	Division of Information Services
DOLIR	Labor and Industrial Relations
DPMM	Division of Purchasing and Materials Management
HR	Human Resources
HRO	Human Relations Officer
MBE	Minority Owned Business Enterprise
OA	Office of Administration
OEO	Office of Equal Opportunity
PAB	Personnel Advisory Board
PAC	Personnel Advisory Council
SAMII	Statewide Advantage for Missouri (computer system)
TFTC	Task Force on Total Compensation
WBE	Women Owned Business Enterprise



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OA At Work

Picture of OA at Work



Photos by A. Hamlin